



दक्षिण रेलवे/SOUTHERN RAILWAY

No.P(R)436/Misc.


प्रधानकार्यालय/ Headquarters Office
कार्मिक शाखा/ Personnel Branch
चेन्नै/Chennai - 600 003
दि./ Dated: 14-01-2015

पी बी सी सं/ PBC No: 225 / 2014

All PHODs / DRMs / CWMs / CEWE / CAO / CPM / Dy.CPOs / Sr.DPOs /
DPOs / SPOs / WPOs / APOs of HQ / Divisions / Workshops / other Units, etc.,
(As per mailing list - 'A')

विषय/Sub: Handing Over Notes..

A copy of Railway Board's letter No.2014/O&M/2/24 dt.18-12-2014
alongwith a copy of O.M. No. 13024/01/2014-Trg.(Trg. Ref) dt. 26-09-2014
issued by the Department of Personnel and Training (DOP&T) on the above
subject is enclosed for information, guidance and necessary action.



(V.SRINIVASAN)

वरिष्ठ कार्मिक अधिकारी/नियम
Senior Personnel Officer/Rules
कृते मुख्य कार्मिक अधिकारी
For Chief Personnel Officer

संलग्न/Encl: as above

प्रतिलिपि/Copy to : The Genl Secy / SRMU
The Genl Secy / AISCSTREA
The Genl Secy / AIOBCREA

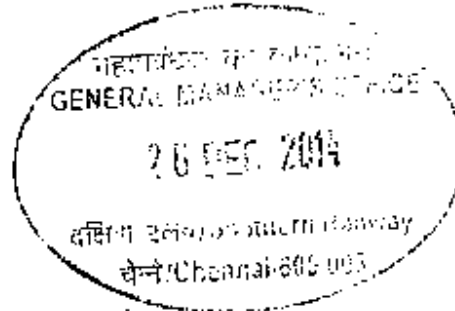
The Genl Secy / NFIR

GOVERNMENT OF INDIA (BHARAT SARKAR)
MINISTRY OF RAILWAYS (RAIL MANTRALAYA)
RAILWAY BOARD

No. 2014/O&M/2/24

New Delhi, Dated: 18.12.2014

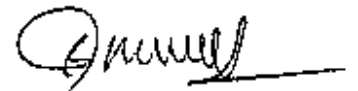
The General Manager
All Indian Railways/PUs
DG/RDSO & DG/NAIR,
MD/PSUs



Sub: Handing Over Notes

There already exists a practice of handing over of "note for the successor" when the incumbent leaves office or demits office. It is, however, seen that of late, this practice is not being followed strictly by all concerned. The need for re-institutionalizing the practice of leaving "note for the successor" was highlighted by the Hon'ble Prime Minister during the recent presentation by the Ministry of Personnel, Public Grievances and Pensions. DoP&T has accordingly desired vide their OM No. 13024/01/2014-Trg(Trg.Ref.) dated 26.09.2014 (copy enclosed) that the respective competent authorities may impress upon the officers to cultivate the habit of leaving behind "note for the successor" when they move out.

2. These instructions may be brought to the notice of all concerned for information and necessary action.


(K.Krishnan)

Joint Secretary/Railway Board

No-13024/01/2014-Trg.(Trg. Ref.)
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
Training Division

Block-IV, Old JNU Campus,
New Mehrauli Road, New Delhi - 110067

Dated: 26th September 2014

OFFICE MEMORANDUM

Sub: Re-institutionalizing the practice of leaving 'note for the successor'.

Knowledge is a key driver of organizational efficiency and effectiveness, an intangible and one of the most valuable assets of an organization. Often, it is seen as the 'hard' information available in files, notesheets, correspondence, documents, SOPs, MOPs, and electronic databases. It is much more than that. All employees have invaluable knowledge of their areas of responsibility, which may be much more nuanced and integrated than those mentioned earlier.

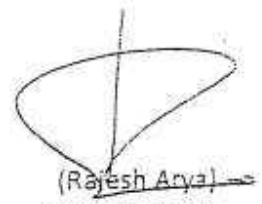
2. Such innate knowledge is at a risk of getting lost when the incumbent leaves the seat, gets transferred or demits office. New employee will take time to understand issues of current importance, appreciate urgency of actionable points, recognize strengths and weakness of different subordinates for suitable work allocation, and comprehend critical issues by trial and error. This time spent in negotiating the way in new environment, spent in trial and error, may turn out to be the critical difference between success and failure of the unit, the department or even the organization.

3. Thus, knowledge continuity in wake of employee transition needs to be recognized as a key challenge: more so in the government where rule based Personnel policies mandate a fixed tenure. Problem of knowledge continuity can be significantly tackled if incumbent employee, with overall goal of success of the organization in mind, considers the successor as a part of same team and transfers the knowledge that he/she considers critical. Such knowledge transfer can be by personal interaction and briefing. However, written notes for the successor serve the purpose more effectively and also help build institutional memory. In government, though this practice used to be in vogue, of late it is becoming rare.

4. A need for re-institutionalizing the practice of leaving 'note for the successor' was highlighted by Hon'ble Prime Minister during the presentation of the M/o Personnel, PG & Pensions on 12 June 2014.

5. Accordingly, it has been decided that respective Competent Authorities may impress upon officers in their organizations to cultivate the habit of leaving behind "note for the successor" when they move out. It is also emphasized that all CTIs/ATIs should include inputs on "note for the successor" in their training programs so that officers are sensitized towards this important organizational responsibility.

6. This department may be informed of the steps taken in this regard.



(Rajesh Arya)
Director (Trg.)

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